TSAWWASSEN FIRST NATION

Annual Report
2009-2010

TSAWWASSEN FIRST NATION

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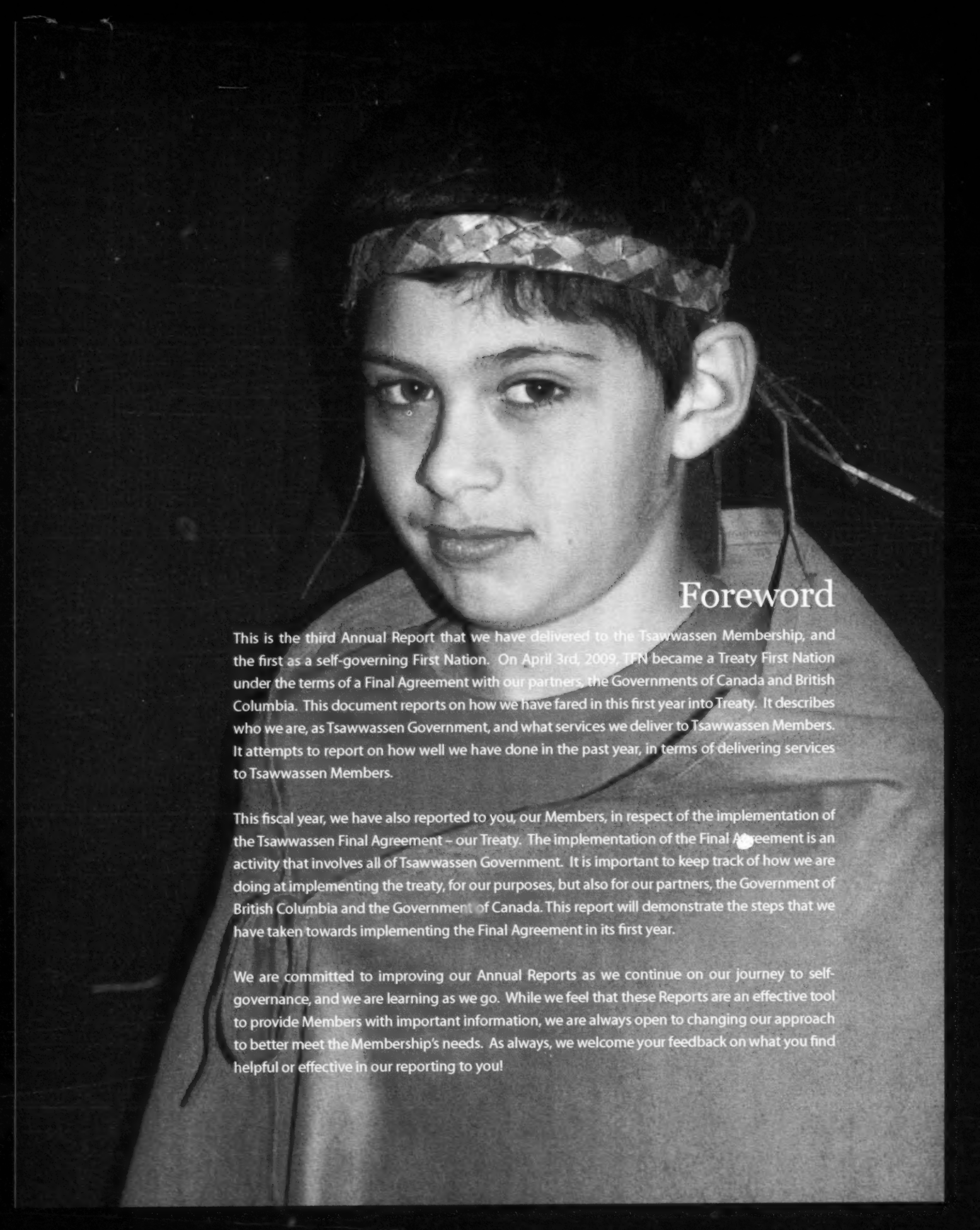

Foreword

This is the third Annual Report that we have delivered to the Tsawwassen Membership, and the first as a self-governing First Nation. On April 3rd, 2009, TFN became a Treaty First Nation under the terms of a Final Agreement with our partners, the Governments of Canada and British Columbia. This document reports on how we have fared in this first year into Treaty. It describes who we are, as Tsawwassen Government, and what services we deliver to Tsawwassen Members. It attempts to report on how well we have done in the past year, in terms of delivering services to Tsawwassen Members.

This fiscal year, we have also reported to you, our Members, in respect of the implementation of the Tsawwassen Final Agreement – our Treaty. The implementation of the Final Agreement is an activity that involves all of Tsawwassen Government. It is important to keep track of how we are doing at implementing the treaty, for our purposes, but also for our partners, the Government of British Columbia and the Government of Canada. This report will demonstrate the steps that we have taken towards implementing the Final Agreement in its first year.

We are committed to improving our Annual Reports as we continue on our journey to self-governance, and we are learning as we go. While we feel that these Reports are an effective tool to provide Members with important information, we are always open to changing our approach to better meet the Membership's needs. As always, we welcome your feedback on what you find helpful or effective in our reporting to you!

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Snapshot of the Membership as of 2009-2010

The following information provides a brief snapshot of the Membership as of the 2009-2010 fiscal year.

Population

- 405 Members – 205 are male and 200 are female.
- 47% of Members were living on Tsawwassen Lands, while 53% were living off Tsawwassen Lands – mostly in Metro Vancouver, Whatcom County, US, and the central interior of BC.
- 42% of Members are under 18, and only 3% are over 65. By contrast, in Delta, 26% of the population is 19 and under, and 13% of the population is over 65. In British Columbia, 17% of the population is 19 and under, and 15% of the population is over 65.
- 66% of Tsawwassen Members are status and 34% are non-status.

Households in Tsawwassen

- There are 70 homes on Tsawwassen Lands. The majority of homes are single family dwellings.
- 55% of the homes are owned or are in the process of being owned through a purchase agreement.
- Less than half are currently being rented (38%). The homes are situated on lands owned by individual Tsawwassen Members or by the Tsawwassen First Nation.
- Most families have between one and three adults living in the home (78%) and half the families have between one and three children living in the home (50%). A smaller number between 4-7 adults in the home (14%) and only (3%) of the homes have 4-5 children.

Education

- 52% of people graduated from grade 12. This rate is slightly higher than the high school graduation rates found in the rest of British Columbia First Nations.
- 22% have a certificate or diploma. This is the same rate as the rest of First Nations in the province.
- Only 1% have a university degree, which is lower than other First Nations in BC, who have an average rate of 5%.

Employment

- Less than half (39%) those living in Tsawwassen have full time employment while (15%) are employed part time.
- A small number (9%) are self-employed on a part time or full time basis.
- 15% of those surveyed reported that they are not working or had been laid off work.

Financial security

- 50% reported a low annual income of less than $30,000, and 50% reported a high annual income of 30,000 or greater.

Message from the Executive Council

What a year it has been for all of us! Just two days into the fiscal year, on April 3rd, 2009, we all gathered at the Longhouse, with our friends and colleagues from Canada and British Columbia, other First Nations and the public to welcome the first day of Tsawwassen's new life. The sun was shining bright that day, as we brought our laws into force, as our rightful land was transferred back to us, and as we celebrated the Treaty finally coming into force. All the years that we have worked on this Final Agreement culminated in this special day.

But it was only the beginning. This past year has been about continuing on our journey of self-government. It has been about implementing new processes, testing new ways of doing things, seeing whether our laws really work. It has been a year of firsts – so many terrific achievements as we experienced things for the first time. The first election of the new structure of Tsawwassen Government in the fall, which had a very successful first session. The first meeting of the Tsawwassen Legislature was a great experience which brought all our families together as we debated how our Nation will move forward. Planning for the first votes on various economic development options and beginning work on the Tsawwasssen Gateway Logistics Park are, to name just a few, examples of the progress we are making. And we look forward to making so much more in the coming years.

It is important to stress, though, that this progress and all of our achievements come because of hard work and tough decisions. There are gaps and weaknesses too that we need to address, as we move forward with implementing our vision. We try and recognize those gaps and address them as fast as possible, but we know that sometimes we cannot make all our Members happy. We know that ultimately, our job is to provide you, our Members, with better programs, services, and other benefits; to make Tsawwassen the best place to live and raise a family. It will take time. But this year has made us believe all the more that the path we are on is the right one; that the Treaty will lead to positive changes for everyone. We look forward to more and more achievements as we continue to implement our vision in the coming years.

We would like to take this opportunity to thank the Tsawwassen community for their continued support over the past year. This Treaty journey is the community's journey. We hope that over the past year, you have begun to see some of the potential benefits of a treaty – the advantages of our own system of governance, and the advantages of owning our own land in fee simple. The coming years will highlight many more of these advantages, but only if we continue to work hard at them as a community. Thank-you to those Members that have participated in all the various community activities and Committees.

We would also like to take this opportunity to thank our partners, Canada and British Columbia, for their on-going support. We look forward to continuing dialogue and support as we move down the path to success together.

We also need to thank staff who are working so hard to make Treaty implementation successful.

We have much to be proud of as we move forward; we have confidence in our vision and have a dedicated and committed Community and staff ready to address all upcoming challenges. We know that with the support and input of the Community, we will continue to prosper as we continue to move forward into the era of self-governance.

Introduction and Structure

Description of Annual Report

This Annual Report reports on the activities of Tsawwassen First Nation, and on the implementation of the Tsawwassen First Nation Final Agreement. It is intended to be a tool to evaluate the progress of Tsawwassen First Nation as it implements the Final Agreement. It is also intended to allow Members of Tsawwassen First Nation to evaluate how well Tsawwassen Government has done at meeting the goals set out for itself in its 2008-2013 Strategic Plan and the 2009-2010 Service Plan.

Vision Statement

In early 2008, Tsawwassen Government created a Strategic Plan to guide its actions as it implemented the Treaty and took the first steps down the road to self-government. The Strategic Plan included a vision statement and several other important statements that established a long-term sense of where Tsawwassen First Nation wanted to 'be'. The vision statement was validated at the 2009 AGM, where Members were asked whether it remained an achievable and relevant statement for the future of the First Nation, and whether they had anything to add. Members at the AGM felt that it continued to be an accurate reflection of their expectations.

Vision Statement

In 2020, Tsawwassen First Nation will be a safe and accessible community, with infrastructure and services that make it the perfect place to raise children and to live. The Tsawwassen community will be close-knit, with elders and youth at the core of the community. Tsawwassen people will be proud of their culture, traditions, and stories, and the Hulqiminum language will be enjoying a revival.

Industrial and commercial development near Deltaport and Highway 17 will be active and growing, and will provide significant revenue to Tsawwassen First Nation and land-owners; however, development will not intrude on the environment, views, and idyllic location of TFN lands. Jobs will be plentiful, and businesses owned by Tsawwassen Members will be thriving, assisted by a successful, innovative education program.

Tsawwassen Government will be responsive and transparent, and will deliver programs and set laws and regulations that protect and enhance the livability of the community. A grocery store and a medical centre will provide important services in the centre of the community. The population will be growing

as a result of the young population, and from Members returning to live on TFN lands.

The community summarized that vision statement to the following shorter expression of its goals, titled What We Are Working Towards:

Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient and culturally proud First Nation's community. Tsawwassen First Nation Government will, at all times, be oriented towards serving our Membership, and will exercise the self-government powers of the TFN Treaty.

Relationship to Strategic Plan

The 2008-2013 Strategic Plan guides the actions of Tsawwassen Government as it moves forward into Treaty. It was reviewed by the Membership at the 2009 AGM, and was generally found to be in line with the direction sought by Members. The Strategic Plan serves as the base for the annual Service Plan. It is important to continue to relate to the Strategic Plan as important initiatives are being developed. The document outlined objectives for the following areas:

1. Governance
2. Infrastructure and Transportation
3. Economic Development
4. Housing and Community Livability
5. Environmental Management
6. Elders
7. Education
8. Employment
9. Medical Facilities and Services
10. Security and Safety

In late 2009, Executive Council asked for a report on how Tsawwassen Government is implementing the objectives set out in the Strategic Plan. Refer to Appendix A at the end of this document to see a table outlining the specific objectives that were outlined in the Strategic Plan, the year that they were targeted for action or completion, the status of any work undertaken (Incomplete, Work Ongoing, Complete) in pursuit of each of the objectives. The table is accurate to the end of the 2009-2010 fiscal year.

Relationship to Service Plan

One key purpose of this report is to provide Tsawwassen Members with an evaluation of the 2009-2010 Service Plan. The 2009-2010 Service Plan set out 16 key objectives for Tsawwassen Government. Each objective had a number of strategies set out. Each objective was designed with careful consideration given the guidance provided in the Strategic Plan, by the elected leadership and by the community. The reporting in this annual report is aligned with the Service Plan.

Departments constructed their annual budget based on the estimated cost of delivering on both the specific objectives they had set out in the Service

Plan, and the delivery of existing programs and services.

Reporting on outcomes, and other terms used in the Report

The intent of this reporting structure is to improve the accountability to the TFN Membership, and the current structure to provide accountability is by reporting on the outcomes of specific strategies that have been outlined in the Service Plan.

In order to provide comparability between the Service Plans and the Annual Reports, similar terms are used. The following terms and definitions were provided in the 2009-2010 Service Plan, and are also used throughout:

Objectives: Each Objective identifies what TFN is trying to achieve through its programs in the next year. They identify the purpose and what TFN government is seeking to accomplish.

Strategies: Given the time, money and people available over the year, the Strategies identify the most effective ways for a Department to make progress toward its Objectives. They identify how TFN will meet the Objective.

Performance Measures: A performance measure is an indicator of progress toward the Objective. It must be meaningful, connected to the Objective, and easily measurable with available information or data. The performance measures must continue to be relevant over time. Only the most important performance measures are included in this Report, so not all Strategies have performance measures. This year many of the performance measures will be setting baselines, or starting points, for measuring performance. In following years, targets for improvements will be set.

Tsawwassen Government's Status and Self-Governing Authorities

TFN Final Agreement

Tsawwassen First Nation is a self-governing First Nation operating under the terms of a Final Agreement with British Columbia and Canada, which after receiving legislative approval in both the provincial and federal legislative chambers and being ratified by the Membership in 2008, came into force on April 3rd, 2009.

The Tsawwassen Treaty is a comprehensive claim because it includes two aspects central to modern negotiations between First Nations and the federal government – a land claim settlement and a self-government agreement. The land claim agreement involved the transfer of over 724 hectares of land, previously held either by the federal crown, for the benefit of the now-obsolete Tsawwassen Indian Band, or by the Province of British Columbia. The land that was transferred to TFN on the Effective Date included the former reserve as well as surrounding lands, both contiguous and non-contiguous, in the south-west quadrant of the Lower Mainland. The settlement was the resolution of TFN's title claim over its traditional territory, which includes 10,000 square kilometers encompassing much of the current municipalities of Delta, Surrey, Richmond, Coquitlam, Maple Ridge and Port Moody, as well as some of the Southern Gulf Islands. TFN retains hunting, fishing, and gathering rights in that larger traditional territory.

The self-government aspect of the treaty is the ability for TFN to make its own laws governing many areas of jurisdiction. This includes land management; Tsawwassen Lands are now in the sole control of Tsawwassen First Nation, which has passed rules governing the management and development process as well as ownership and title frameworks. Tsawwassen Lands are all registered in the BC Land Title Office, and its legal regime guarantees certainty and security of tenure, while ensuring that the land base is protected and that Members have the freedom to develop their lands. Another critical element of Tsawwassen's jurisdiction is in respect of social programming; TFN has jurisdiction over aspects of health care, education, post-secondary education, social assistance, child and family services, and many others.

Tsawwassen has taken this jurisdictional capacity and turned it into reality. On April 3rd, 2009, it enacted 23 laws, and has since enacted six more. These laws represent a fulsome exercise of the jurisdiction granted by the treaty. All of Tsawwassen's laws, and the regulations made by Executive Council under those laws, are available at http://www.tsawwassenfirstnation.com/tfnlaws/index.php

The Tsawwassen Final Agreement also provided for other benefits in addition to land ownership and self-government. TFN received a guaranteed percentage of the total annual allowable sockeye catch on the Fraser River. It also provided for commercial fishing opportunities for both crab and various species salmon. TFN received a number of financial settlements on the Effective Date, comprising of a Capital Transfer, an Implementation Fund, and several other specific funds and payments.

TFN will also receive on-going fiscal transfers from the federal and provincial governments for the operation of programs and services, although that funding is subject to an Own-Source Revenue Agreement that claws back transfers as TFN develops its own government revenue capacity.

A number of other Side Agreements co-existing with the Final Agreement set out all of the commitments each Government made to each other on the Effective Date. These include the afore-mentioned Own Source Revenue Agreement, a Fiscal Financing Agreement, Tax Treatment Agreement, Real Property Tax Co-ordination Agreement, Harvest Agreement, and several others. Each of the side agreements is listed on the TFN website.

Tsawwassen's post-Treaty Governance structure

The first Act passed by Tsawwassen First Nation on its Effective Date was the Constitution Act. The Constitution was based on two years of consultation by Tsawwassen Members, leading up to the ratification vote in 2007. It set out the key structures governing Tsawwassen First Nation. Each of these structures was implemented and became operational on April 3rd, 2009.

The requirements of the elected structures set out below were, until the general election in September 2009, filled by a transitional body made up of the pre-Effective Date Indian Band Chief and Council. The transitional Council did an extremely capable job of preparing Tsawwassen Government for the transition to self-government and its new governance structures. The transitional government included: Chief Kim Baird, Andrew Bak, Remo Williams, Andrea Jacobs, and Laura Cassidy.

The transitional legislature sat on three separate occasions between the Effective Date and the general election. The first session was on the Effective Date, where as described above, 23 laws were enacted. The second was held to pass an amendment to the Election Act, in order to provide for appropriate remedies in the event that the holder of an elected position had been charged of certain types of criminal misconduct. The final session was to pass a series of technical amendments to some laws, which corrected some spelling mistakes or clarified the policy intent of a law.

Tsawwassen Legislature

The Tsawwassen Legislature is the highest body of Tsawwassen Government. It consists of 12 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 13 Members. The duties of the Legislature are to discuss and make laws, which form the fundamental

organizing principles and expressions of Tsawwassen Government. As part of that function, they discuss and pass an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The first formal Tsawwassen Legislature was elected in a general election held on September 17th, 2009. The Members of the first elected Tsawwassen Legislature are: Tony Jacobs, Louise Ahlm, Nikki Jacobs, Andrea Jacobs, Marvin Joe, Kim Baird (as Chief, she is elected separately), Bryce Williams, Laura Cassidy, Kathy Genge, Andrew Bak, Sheila Williams, Loretta Williams, and Ken Baird.

The historic First Session of the elected Tsawwassen Legislature was held in February and March of 2010. The Legislature's first order of business was to elect a Squiqel, a speaker, to head the Legislature's meetings and maintain order and decorum. Tony Jacobs was elected the Squiqel. In its first session, the Legislature accomplished the following:

- Discussed and passed a rules and procedures guideline for the operation of the Legislature.
- Discussed and passed the annual budget, setting the annual approved expenditures for the 2010-2011 fiscal year.
- Passed a series of technical amendments to four Acts to correct minor errors in legislation enacted on Effective Date.
- Discussed and passed a series of resolutions, including a resolution to examine all charges to Members, as well as a resolution on a community safety initiative.

Executive Council

The first formal Executive Council was also elected on September 17th, 2009, when. The Executive Council are made up of the four highest vote-getters from the general election for the Legislature, as well as the Chief. The Members of the first elected Executive Council are Chief Kim Baird, Andrea Jacobs, Laura Cassidy, Marvin Joe, and Bryce Williams. The Executive Council's first meeting was October 7th.

In addition to meeting regularly and working to ensure the both Member and non-Member issues are resolved efficiently, major accomplishments of the Executive Council in the 2009-2010 include:

- Implementing major policy and regulatory frameworks to provide for detailed governance provisions for Tsawwassen First Nation, and the development of specific legislative amendments for consideration by the Legislature.
- Overseeing the establishment of the Economic Development Corporation and appointing a Board of Directors – including the development of a shareholder's letter of expectations, which set out expectations for the Corporation's performance.
- Development of the Budget for the 2010-2011 fiscal year for introduction to the Legislature.
- Initiated discussions with land developers respecting commercial and residential opportunities on Tsawwassen Lands, which ultimately led to the important vote on Economic Development lease approvals.

- A significant revamping of the Social Housing framework.
- The preparation of the Falcon Way subdivision for distribution to the Membership.
- Participating in new regional governance structures.
- Initiated planning for resolving servicing issues that could delay investment and development in Tsawwassen.
- Initiated a review of the Local Education Agreement.
- Planning for the first Treaty Day celebrations.
- Planning and delivery of the AGM.
- Worked with financial institutions to establish a new home loan program and to ensure familiarity with our system of land tenure.
- Negotiation of a protocol agreement with the Ministry of Child and Family Development.
- Speaking with many other First Nations to provide input and information from TFN's experiences.

Chief

The Chief of Tsawwassen First Nation was a transitional position, occupied by the Chief elected under the previous Indian Act structure, until the general election. Chief Kim Baird was acclaimed in September 2009, and became the first Chief under TFN's self-government powers. 2009-2010 saw a host of new duties added to the responsibility of Chief, including a seat at the table of the Metro Vancouver Board of Directors, a seat on the Translink Mayor's Council, and a different scope of responsibilities, as set out in Tsawwassen Laws, in respect of Tsawwassen First Nation.

Advisory Council

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval. The Advisory Council is open to all Members wishing to attend, and meets every two weeks during the fall, winter and spring, and schedules permitting during the summer. In 2010, the role and structure of the Advisory Council will be revisited, so as to ensure it is best able to support the Legislature and the Executive Council. On the Effective Date, the formal Members of the Advisory Committee in 2009-2010 included:

- Cat Daum
- Ruth Adams
- Victoria Williams
- Chrystalynn Wilson
- Tony Jacobs
- Kathy Genge

Merle Williams and Charlene Jacobs replaced Tony Jacobs and Kathy Genge after they were elected to the Legislature.

Consultation Committee

The Consultation Committee is a group of non-Members established by policy of the Executive Council. It is made up of leaseholders representing the major leasehold interests on Tsawwassen Lands. They are consulted on issues that significantly and directly impact their interests, including various regulatory structures and TFN's economic development initiatives. TFN strives to maintain an open and transparent relationship with the Consultation Committee, providing them with information and the chance to review and comment on upcoming regulations. It also provides leaseholders with a forum within which they can raise issues and concerns specific to them. In 2009-10, the Members of the Committee included:

- Tom Johnston
- Wayne Dale
- John Killon
- Farida Bishay (alternate)
- Beth Triano (alternate)
- Wilf Torunski (alternate)
- John Simpson (alternate)
- Debra Currie (alternate)

Property Tax Authority

The Property Tax Authority is a body required in the Tsawwassen First Nation Property Taxation Act. It is made up of Members of Executive Council and non-Member ratepayers, and is responsible for approving the tax rates and expenditures in respect of residential property taxation in every tax year. It is also responsible for approving residential exemptions and grants. In 2009-10, the Members of the Property Taxation Authority included:

- Laura Cassidy
- Andrew Bak
- Andrea Jacobs
- Farida Bishay
- Lloyd Murphy

Service Plan and Tsawwassen Implementation Report

The departmental reports that follows compile data and information relating to the objectives that TFN set out in the 2009-2010 Service Plan. The information is intended to provide Membership with specific information respecting each department's progress towards those objectives.

This section also reports on Tsawwassen's Treaty obligations. Under the terms of the Final Agreement, and side agreements such as the Fiscal Financing Agreement, Tsawwassen undertook a number of projects to ensure that it met its Treaty obligations.

Much of the work, such as that relating to the completion of a 40 project Treaty Implementation workplan that was undertaken by the Treaty Implementation team are reported on in narrative form.

Ultimately, the success of the Treaty is related to the services and programs TFN delivers under the terms and conditions of the Final Agreement, including such things as the delivery of social services, including Income Assistance, and education to Members and status Indians living on Tsawwassen Lands.

Governance
(Government Services, Finance and Legal Services)

Governance refers to the process of making decisions and the process by which those decisions are implemented. The move towards good governance is a process that takes time and can be continually improved.

The Treaty had a major impact on the governance of TFN. Preparation for self-government began in mid 2007 and continued through fiscal year 2008-09. A comprehensive Treaty Transition Plan, consisting of 40 major projects, was developed to guide the work to the Effective Date.

As noted, the governance structure changed on the Effective Date, as TFN began to operate according to its Constitution and legal framework. Given these challenges, TFN established a new Department, called Government Services, to facilitate the transition. Broadly speaking, the Government Services department is also responsible for:

- Ensuring that TFN is meeting its Treaty obligations and working effectively with TFN's Partners (BC and Canada) through the Treaty Implementation Committee to ensure that implementation is well-managed and issues are resolved as they arise.
- Supporting the day to day operations of the TFN government, including the Legislature, Executive Council, the Finance and Audit Committee, and the Chief Administrator's office.
- In tandem with other departments, developing TFN government's policy and procedures and manage TFN government's compliance with the legislative framework.
- Liaising with other levels of government, including participating in regional bodies such as GVRD and Translink and first nation bodies such as the Land Claims Agreement Coalition, First Nations Summit and AFN, as well as meeting with other First Nations or International Delegations that are seeking information regarding the transition to self-governance.
- Providing advice and support on significant TFN government, policy and legal issues.
- Assisting in providing communication functions for the TFN government to Members, other governments and the general public.
- Liaising between the TFN government and Members to ensure Members issues are addressed in a timely manner.

Governance though also relates to finances. TFN has long had an excellent reputation for sound financial management. Under the Final Agreement, there will be new financial challenges: new financial responsibilities, asset management, budgeting requirements, as well as new Funds to manage; all of which represent some of the new challenges ahead.

As part of Treaty implementation, two new legacy Trust Funds were established: the Treaty Settlement Trust Fund and the Fisheries Trust Fund. In addition, new Special Funds were created for: Programs and Services Implementation, Cultural Purposes, Commercial Crab and Fish, Reconciliation, Economic Development, Capital Assets – Management and Replacement and Local Services. Each of these Funds, along with the Minors' Trust Fund and the Business Loans and Training Fund will be audited yearly, which is available to Members.

Other financial areas that will require attention during the year include: property taxation, capital asset management, multi-year budget projections and implementing new financial policies and procedures. The department of finance was also responsible for the management of Tsatsu Gas.

Finally, governance also relates to the provision of sound legal services. The TFN Legal Services department provides legal counsel to staff and the elected leadership, and over the past year, was responsible for designing and implementing new process relating to administrative fairness and the prosecution of individuals under TFN's new legal structure.

Key Treaty Implementation Activities and Obligations

- Drafted and implemented key laws required under the Final Agreement; a Conflict of Interest Law, a Freedom of Information and Protection of Privacy Law, an Administrative Review and Judicial Proceedings Act, which among other things provides non-Members with a forum to appeal decisions of the Tsawwassen Government, and a Financial Administration Act that provides for a system of financial management that is comparable to that of other levels of government.
- Reviewed organizational structure, job descriptions, etc. taking new self-governing authorities into consideration. Develop the position of a Local Government Liaison Officer, as required under the Fiscal Financing Agreement.
- Established and operationalized forums for working with non-Member leasehold communities (Consultation Committee and Property Taxation Authority) and ensuring that they are Consulted as per the requirements set out in the Treaty.
- Developed a protocol agreement with the BC Assessment Authority operationalizing TFN's powers under the Real Property Taxation Coordination Agreement to apply property taxes to non-Member occupiers of Tsawwassen Lands.
- Established rules and procedures for Tsawwassen Legislature and for decision-making by Tsawwassen Government institutions.

- Ensured that Canada and/or BC were provided with notice, if required under the Fiscal Financing Agreement, of certain TFN legislative enactments. TFN provided BC with notice of a minor amendment to the Property Tax Act and the Education, Health and Social Development Act.

- Complied with the terms of the Tax Treatment Agreement. To ensure that the Tsawwassen Government receives the rebate on certain taxes, as set out in the Tax Treatment Agreement.

- Reviewed and responded to proposed provincial laws or amendments to existing ones. TFN responded to six proposed laws over the course of the year.

Objective 1: TFN is an effective and cost efficient government.

- ***Strategy 1.1:*** Consult with TFN Members on key policy issues associated with the implementation of the Treaty.

COMPLETE:

- The Advisory Council has been the forum to consult and communicate with the Membership regarding key policy issues. The Advisory Council meetings are open to all Members and are held typically every two weeks. Recent agenda items include the new Election Amendment Act as well as numerous regulations and policies.

- There were 14 meetings of the Advisory Council in the 2009-2010 fiscal year.

- ***Strategy 1.2:*** Operate new governance structures in an effective and efficient manner.

COMPLETE:

- The Executive Council, and Legislative Assembly and Advisory Council met in accordance to their respective mandates and were operating well. Processes for capturing decisions of each institution have been formalized. Regulations and appointments were developed where required. Work is on going to ensure that structures continue to work effectively.

- ***Strategy 1.3:*** Improve TFN's financial management practices.

COMPLETE:

- TFN established a new Financial Management Policy and procedures, as well as a new Procurement Policy – all of which have been implemented. Ongoing review is required and some regulations are yet to be developed. **The following changes to financial management practices were implemented:**

- ***Time and Payroll Tracking*** – We implemented time reports to assist with the tracking of payroll. Leave and vacation forms were developed.

- ***Budget Management*** – A system for tracking Purchase Orders was implemented, which simplifies the budget review process.

- ***Monthly Financial Statement Review*** – Procedure is in place for managers review and sign off, though it is not yet effective.

- ***Improved Reporting to Managers*** – Finance to provide detailed reports on consolidated payroll amount posted to departments to help managers track budgets.

- ***TFN Trust Society - Minors' Trust*** – Multi year audits will be completed by the end of July 09 bring the Trust audit up to date.

- ***New Policies and Procedures*** – Our new policies and procedures have been implemented and continue to be reviewed for compliance.

- ***FNFMB*** – TFN Financial Policies and Procedures were reviewed by the First Nations Financial Management Board and we anticipate certification in the 2010-2011 fiscal year – this would signify that TFN's financial management practices are in line with best practices.

Objective 2: TFN Members and clients believe that TFN's service quality is exemplary.

- ***Strategy 2.1:*** Introduce a complaints resolution process to demonstrate that service quality and administrative fairness are a high priority for TFN government.

ONGOING:

- A complaint resolution process is under development. Forms have been drafted but the process has yet to be finalized. Once this has been completed the Membership will be notified via the community newsletter.

- Complaints process is intended to encourage staff to better respond to their client base and to establish a process for complaints against staff actions or decisions taken or made as an employee. Complaint forms have been created, which will allow for tracking the number of cases and outcomes of complaints. Under the structure, when a complaint is made, that complaint is directed to the Chief Administrative Officer ("CAO"), who can take a number of actions, as set out in regulation, from dismissing the complaint to dismissal of the employee. Decisions of the CAO may be appealed to the Judicial Council

- ***Strategy 2.2:*** Provide training to staff to improve service quality.

COMPLETE:

- Government services held training sessions on the new legal framework to ensure that all staff were aware of their new responsibilities and new accountability structures. Staff were also provided with a training session on protecting personal information and responding to access to information requests.

Objective 2.1:

Performance Measure: Number of complaints and disputes that are brought to the dispute resolution process.

Performance Target: Establish a baseline by March 31, 2010

INCOMPLETE:

- Staff were unable to measure the number of complaints, as the process has yet to be finalized and implemented. This process is linked to Objective 2, Strategy 2.1 and once the complaint process is in place the number of complaint forms submitted will be used to establish the required baseline.

Objective 2.2:

Performance Measure: Conduct a Quality of Life survey of TFN Members to provide guidance for government priority setting and a baseline for assessing the Treaty's impacts. This survey will be conducted every three years to track changes to the quality of life of TFN Members.

Performance Target: Establish a baseline by March 31, 2010

INCOMPLETE:

- Preliminary work has been done by the Treaty Implementation staff before Effective Date. The tripartite Implementation Committee discussed the issue, and the Federal and Provincial governments have shown an interest in participating in the development and outcomes of this type of survey, which may include funding opportunities for TFN for this objective.

- The parties agreed to strike a task force to advance this in September 2009. Staff met with BC and Canada to develop a workplan to advance the survey and ensure that it commences in the next fiscal year.

Objective 3: TFN will provide comprehensive justice services to the TFN community.

- ***Strategy 3.1:*** FN has an effective process for enforcing its laws through a TFN Justice Committee, TFN Judicial Council, TFN prosecutor and the provincial courts.

COMPLETE:

- The Judicial Council Members have all taken their oaths of office and the Rules of Procedure were promulgated on June 25, 2009. A long time clerk of the Provincial Court, Tracey Turner assisted Melinda Cassidy, on a contract basis, with the preparation of a pamphlet for litigants, clerks manual and general set up. The Judicial Council is now ready to hear any matter that may come before it.

- A prosecutor has been retained by TFN to conduct prosecutions and appeals arising out of Tsawwassen Law. The TFN prosecutor will approve charges for prosecutions. To date no prosecutions have been commenced, but when one is commenced, the matter will be heard by a Judge of the Provincial Court. The Chief Judge assigned TFN matters to the Richmond Provincial Court. The TFN prosecutor also attends User's meetings at the Richmond courthouse other stakeholders.

- The Judicial Council and this office of the Prosecutor was fully functional as of June, 2009.

- The TFN Justice Committee has not met in awhile but will be organizing a meeting in the near future.

Objective 3.1:

Performance Measure: Appropriate cases are diverted from court to community justice processes.

Performance Target: Baseline of proportion of cases diverted will be established by March 31, 2010.

NOT APPLICABLE:

- Unable to Measure success. No cases were considered for diversion over the 2009-2010 fiscal year.

Public Works

The Public Works department provides reliable and safe infrastructure along with community surroundings that contribute to Tsawwassen Members' quality of life. The department has a major role in the community's health and safety. It is also an initial point of contact and has a key role in emergency preparedness in the event of a disaster.

The other responsibilities of the Public Works department include:

- Operation of TFN's water and sewage plant;
- Maintenance of social housing and TFN-owned housing and buildings;
- Contracting for: public safety (police, fire, ambulance), road maintenance, street lighting, snow removal, garbage collection;
- Recycling;
- Grounds and lawn maintenance, including litter control and signage;
- Maintenance of infrastructure, including drainage ditches, fire hydrants, vehicles and other equipment;
- Liaise with utility companies such as Terasen, Telus, BC Hydro and Delta Cable for service provision; and
- Community and staff event set up, clean up and security.

Key Treaty Implementation Activities and Obligations

- Under the Final Agreement, the relevant jurisdiction for the monitoring of water quality changed from Health Canada to the provincial Fraser Health Authority. Public Works managed TFN's compliance with provincial standards. The transition was well-managed; fourteen samples were collected, seven of which were tested. There were no issues with water quality.

Objective 4: A clean, safe and healthy physical environment is maintained for everyone on TFN land.

- ***Strategy 4.1:*** Increase the sewage discharge capacity permit from GVRD.

Performance Target: Done by March 31, 2010

PLANNING COMPLETE:

Step 1: Memorandum of Understanding executed with BC Ferries and Delta for the

interim solution: TFN and BC Ferries to hook up to Delta's sewage system via a new forcemain along Highway 17.

- 3 connection points for TFN.
- System design will provide TFN with 15 litres/second discharge rate, with design providing for maximum capacity of 50 litres/second.
- Delta is targeting March 31, 2011 for completion of the works.

Step 2: Step 1 provides enough capacity for TFSI and TFN's short term development plans. On-going discussions will take place with Metro Vancouver in the 2010-2011 fiscal year to determine a long-term solution.

Strategy 4.2: Have community Members assist Public Works staff in community clean up of Tsawwassen Lands

Performance Target: Second clean up done by March 31, 2010

COMPLETE:

- Target was met by March 31, 2010

Strategy 4.3: Ensure two Public Works staff obtain training and tickets for the use of pesticides.

Performance Target: Done by March 31, 2010

COMPLETE:

- Alternate measures were taken by Public Works to source materials that do not require tickets.
- TFN was also successful in obtaining funding for the 2010 mosquito season (west nile) in conjunction with Delta.

Strategy 4.4: Plan for new office space.

Performance Target: Plan done by March 31, 2010

COMPLETE:

- All staff needs were accommodated through renovations to the admin building for TFN needs and the old daycare for TEDC.
- It was determined by staff that new office space was not a priority over the short-term.

Strategy 4.5: Establish program of ongoing inspection and remediation of social housing and community buildings.

Performance Target: Program established by March 31, 2010 and then ongoing.

PARTIALLY COMPLETE:

- Remediation of community buildings (TFN admin bldg, rec hall and trailers) were all assessed with a detailed list of repairs that are required.
- Repairs on all trailer roofs including the elders centre was completed. Repair/ maintenance work completed on the recreation hall.
- Health and Social Services began conducting regular inspections to ensure that maintenance of units is being kept up, but remediation of social housing units was not undertaken.

Public Health Performance Measure: Number of calls about rodents received by Public Works, traced by area and month.

Performance Target: Baseline will be set by March 31, 2010. Future targets will be for an annual overall reduction.

COMPLETE:

- Formal Tracking System in place.
- Public Works has managed to keep rodents under control on TFN property.
- 3 calls by TFN Members, but rodents were on private property.

Public Safety Performance Measure: Number of calls received by Delta Police Department about unsafe driving.

Performance Target: Baseline will be set by March 31, 2010 using an average monthly calls. Future targets will be for an annual reduction.

COMPLETE:

- Delta Police conducts routine traffic control checks for speeding and other traffic violations. TFN has also worked with Delta Police to organize track safety checks.
- TFN received approximately 15 calls – mainly dealing with the speed of fill trucks – that were forwarded on to Delta Police.

Lands

The Lands department administers and implements land use planning and regulation for the TFN government. This includes developing land use plans, assisting with registering land interests, implementing and enforcing land related acts, regulations and bylaws, issuing permits and undertaking other municipal type land and planning functions. Lands has also been involved in the management of TFN's capital assets and projects, helping to ensure that capital assets are maintained that that capital projects are being well-managed.

The Lands department also facilitated the three Economic Development lease approval votes that were held early in the 2010-2011 fiscal year. The process included a robust communication and engagement effort and staff held a number of family meetings to ensure that the Membership were well-informed of the relevant issues in advance of the vote.

Other initiatives that were not captured in the 2009-2010 Service Plan include the development of a policy for the distribution of lots in the Falcon Way subdivision and the policy for land sales and exchanges. The Falcon Way initiative will provide Members, particularly those that do not already hold land in Tsawwassen, with the opportunity to get land to build a home and ultimately return to the community. The land exchange and sales policy provides a mechanism for the transfer of a parcel of Tsawwassen Public Land for a parcel of Tsawwassen Fee Simple Interest land, but ensures that the Members' interests in those Public Lands will be protected.

Key Treaty Implementation Activities and Obligations

- Ensured that the transfer of land titles into the Land Title Office occurred on the Effective Date.
- Implemented the Land Use Plan approved in July of 2008 and ensure that TFN's zoning regulations are consistent with the Land Use Plan. Zoning regulations were enacted on April 3, 2009.
- Worked with other levels of government (Canada, BC and Greater Vancouver Regional District) to work out servicing arrangements with the relevant governmental authority.
- Worked with the Corporation of Delta to manage servicing agreements that provide various local government services, such as policing, fire protection, animal control, and dike maintenance. Under the Final Agreement, TFN became the responsible authority for dike maintenance

and the service agreement ensures that TFN is meeting its Treaty obligations.

- Ensured that TFN is managing and maintaining its roads, which are now its responsibility under the Final Agreement.

Objective 6: Sound management of TFN lands and water interests is occurring.

- ***Strategy 6.1:*** Ensure qualified land use planning expertise is in place and Lands department staff is trained in new functions. Educate other TFN staff, development corporation staff and elected officials on the new Lands responsibilities and regulatory systems.

Performance Target: Done by March 31, 2010

COMPLETE:

- Planning expertise were contracted and staff have been trained on the new regulations and processes.
- Central tracking system has now be set up on the Lands directory for all applications.
- Although the target was met, staff will continue to work with Tsawwassen Economic Development Corporation, Executive Council, TFN staff, Members, and interested parties on educating and informing people of the land use regulations and processes.

- ***Strategy 6.2:*** Complete the plan and start implementation of fill and soils management on the new Treaty Settlement Lands, starting with the industrial lands.

Performance Target: Done by March 31, 2010

COMPLETE:

- New soils regulation was put in place in May 2009. Areas of the regulation have been identified as needing to be modified. This will occur during the next fiscal year in consultation with the community.
- Completed all required lease terminations in the industrial lands for the first phase that TEDC will be marketing (approximately 100 acres). TEDC has paid TFN for the lost revenue.

- ***Strategy 6.3:*** Complete the documentation of the extent of possible environmental contamination of TFN lands and the stability of English bluff and the former Reserve lands, and work to secure INAC's legal obligation to fund any remediation and retain liability for these issues.

Performance Target: Done by March 31, 2010

ONGOING:

- All fieldwork for environmental contamination on the former reserve is now complete. Teranis will be compiling the data for a report to be issued in the next fiscal year.
- Golder began a geotech study on the bluff and assesses the risk. Next steps on remediation, costs, and liability will be conducting in the next fiscal year.

- ***Strategy 6.4:*** Plan for development of increased community amenities including parks, trails, recreational facilities and conservation areas.

Performance Target: Plan done by March 31, 2011

INCOMPLETE:

- This is a very important aspect of livability on TFN lands, and it is being taken into consideration with all current development proposals and planning exercises. Further work needs to be accomplished on a master plan for connectivity to existing TFN amenities and amenities in surrounding municipalities.

- Target to continue working on a project by project basis until funds can be secured for a master plan to be developed prior to March 31, 2011.

Objective 6.1:

Performance Measure: Number of days to complete TFN's portion of a land transaction.

Performance Target: The baseline will be set by March 31, 2010. Targets to reduce the baseline number of days to complete land transactions will be established.

COMPLETE – THOUGH ONGOING WORK REQUIRED:

- Work will need to continue to ensure establish a baseline that reflects more complex transactions.

- Currently the only land transactions to date where TFN is required are consent forms, and our turn around time is less than 24 hours. As workloads increase and transactions become more complex a better baseline can be set to complete transactions.

- Given the low number of complex transactions, staff will continue to monitor to ensure a reasonable turnaround time is achieved.

Objective 6.2:

Performance Measure: Number of complaints to staff about fill and soil related activity

Performance Target: The baseline will be set by March 31, 2010. In following years the targets will be set to reduce the baseline.

COMPLETE – THOUGH ONGOING WORK REQUIRED:

- Approximately 30 informal complaints were received and 4 formal written complaints.

- Staff held a meeting on October 2 with fill operators, but there was no consensus reached to amend the regulation and still give TFN the enforcement security it needs.

Objective 6.2:

Performance Measure: Percentage of lands used for community amenities is maintained or increased.

Performance Target: Baseline to be set in 2009-2010.

NOT APPLICABLE:

- Target will continue to be developed, and will be more relevant as development occurs.

- As of last fiscal, the current percentage was being maintained. Staff will be working on increasing the percentage through development proposals or identifying areas during land use planning exercises (i.e. industrial lands master plan).

Natural Resources and Environment

The Natural Resources section of the department administers the agreement between TFN and DFO on the Annual Total Allowable Catch for crab, salmon, eulachon, other fisheries and aquatic plants. Organizing, monitoring and enforcing TFN fisheries activities is a significant part of the workload. The planning and policy functions for the Natural Resources department in 2009-2010 included work on harvest and conservation of fish, wildlife, migratory birds and plants.

The Environment section of the department is small but has a critical role in the TFN government. Requests for referrals from other governments and industry are reviewed in this department and, where possible, Impact Benefit Agreements are negotiated. This department also has overall responsibility for archaeology and heritage. In addition to this, the Environment department will lead TFN government's participation in environmental assessment processes undertaken by other governments. Environment has also managed the benefits that accrued from the Gateway IBA.

Key Treaty Implementation Activities and Obligations

- Developed documentation to be used by Tsawwassen Members who are exercising their Treaty rights to harvest, and/or transport harvested goods, under the Final Agreement. TFN developed 'licences' and have worked with the Membership to ensure that each Member is carrying the appropriate documentation when harvesting and/or transporting harvested goods.
- Worked with DFO to implement the Harvest Agreement and the Fisheries Operational Guidelines under the Final Agreement. Also implemented the Fisheries Plan, which was completed by March 31, 2009.
- Trained departmental staff (catch monitors, enforcement officers, etc.) to implement a fisheries program that complies with the terms and conditions of the Final Agreement and Tsawwassen's Fisheries, Wildlife, Migratory Birds and Renewable Resources Act.
- Managed Consultation referrals on proposed projects in TFN Territory may affect TFN residents, lands, or rights. TFN received over 500 referrals in 2009-2010.
- Worked with Parks Canada and other First Nations with who TFN shares territory regarding the development of a gathering plan that covering the Gulf Islands National Park Reserve.
- Compiled data from the Fisheries and report to DFO through the Joint Fisheries Committee.

Objective 7: TFN realizes ongoing benefits from natural resources while protecting their richness, diversity and sustainability.

- ***Strategy 7.1:*** Develop plans for fisheries related trusts and expansion of TFN's fishing capacity.

Performance Target: Done by March 31, 2010.

COMPLETE:

- Purchased 1 commercial crab licence which gave TFN 2 commercial crab licences for 2009.
- Purchased 1 Salmon license as per the Relinquishment Agreement which was executed on May 19, 2009.

- ***Strategy 7.2:*** Develop a harvest and conservation plan for fish, wildlife and gathering.

Performance Measure: The number of Members exercising treaty hunting and fishing rights.

Performance Target: Fish plan done by March 31, 2009.
Wildlife plan done by March 31, 2010.
Gathering plan done by March 31, 2010.

COMPLETE:

- Fisheries Plan was done by March 31, 2009 and ready to implement on Effective day, April 3, 2009.
- Wildlife Plan - There was no need for a wildlife plan until there are allocated species.
- Gathering Plans for Pinecone Burke Provincial Park and Golden Ears Provincial Park were approved on March 3, 2009

- ***Strategy 7.3:*** Encourage people to exercise their rights under the treaty for fishing and hunting.

Performance Target: Implement plan to hold regular information sessions by March 31, 2010.

COMPLETE:

- Held 4 Fishery meetings for community.
- Held a couple meetings regarding hunting in which one meeting focused on enforcement.

- ***Strategy 7.4:*** Complete plan for migratory birds.

Performance Target: Plan done by March 31, 2010.

NOT APPLICABLE:

- There were no designated species, which meant that there was no requirement for a harvesting plan.

Objective 8: TFN interests are protected with regard to environment and land issues within its traditional territory.

- ***Strategy 8.1:*** Implement a new Referrals Tracking System and report to the community on all referrals, environmental assessments and impact benefits agreements twice annually in the TFN newsletter.

Performance Target: First report by September 30, 2009. Additional reports by March 31, 2010.

PARTIALLY COMPLETE:

- The RTS (Referral Tracking System) is in place. To date, approximately 516 referrals have been implemented into the system.

- To date there has been one report provided in the newsletter; however, staff were assessing the referral system and discussed options to restructure how referrals were handled, which delayed reporting process.

The bulk of the work undertaken by the Natural Resources Department was focused on the implementation of TFN Fisheries under the Final Agreement and associated side agreements (Fisheries Operating Guidelines and Harvesting Agreements), and the management of those fisheries according to TFN law.

In respect of the Salmon Fisheries, the pre-season allocations for pink, coho and chum remained constant throughout the year, but the Chinook and sockeye allocations changed significantly in-season. While the allocation for sockeye was reduced from a pre-season total of 15,226 to 1,610, the Manager of Natural Resources was able to get DFO to increase Chinook allocation from 625 to 900 as a result of the unprecedented low sockeye fishing opportunities.

Unfortunately, due to conservation concerns there were no economic opportunities for sockeye or pink salmon. TFN was authorized to sell 8,113 chum salmon during commercial THA fisheries. The total chum harvested was 3,416 in a 24-hour opening in October.

One unique feature of the previous fishing year involved an initiative that provided TFN with additional revenue and Members with additional employment opportunities. Rather than missing out on some of TFN's Chum and Pink allocation, TFN transferred part of the allocation for those fish to Sto:lo ion exchange for employment opportunities or money. TFN received $9,000 through the transfer and a number of Members were able to get enough hours to qualify for EI, as a result of the increased employment opportunities. This initiative had never been done before, but was successful in ensuring that TFN still benefitted from its allocation in instances where a part of the run of a particular species was missed.

During the 2009-2010 Fisheries the following species and amounts were harvested:

- 1,132 Sockeye
- 995 Chinook
- 72 Pink
- 57 Coho
- 1,320 Chum (FSC)
- 3,416 Chum (Commercial)
- 24,712 Dungeness Crab
- 39 lbs of Eulachon

Other duties in the Fisheries included:

- Participating, coordinating, and scheduling monitoring during TFN fisheries;
- Providing guidance and direction to Catch Monitors;
- Developing and issuing licences pursuant to TFN Law;
- Updating and informing the Membership on fisheries related activities through the newsletter; and
- Monitoring compliance with the FOG and meeting regularly with DFO through a Joint Fisheries Committee, which was set up to help manage fisheries opportunities under Treaty.

Health and Social Development

The Health and Social Development department delivers a number of programs and services for the health of Members. All Health programs below are funded under the federal block funding program negotiated under the Treaty; both Health Canada and INAC contributions form part of this block funding.

The Community Health Program is intended to provide necessary health services in the areas of Community Health, Pre-Natal, Drug and Alcohol Counseling and Brighter Futures programming.

Immunization, communicable disease control and safe drinking water are included in this program. Homemaking Services has a number of program components.

The main objective of the Adult Care Program is to assist Members with functional limitations (because of age, health problems or disability) to maintain their independence, maximize their level of functioning and live in conditions of health and safety. Clients are provided care based on their needs as identified in an assessment. This program aims to supplement the care provided by the client's family.

Home Care Services include Nursing and Home Care Attendants. As part of these Services, Clients are provided care in their homes based on their needs as identified in the Nurse's assessment. The intent of the program is to help Members maintain independence in all areas of life. It is holistic in nature and takes a person's physical, social, spiritual and emotional health into consideration. This is a weekday service that also aims to supplement the care provided by a Member's family. Personal care, meal preparation,

respite and household management can be, and was over the past year, provided.

The Elders' Program provides Elders with health, social and recreational activities. The Elders' Program includes a Chronic Care Program funded by Fraser Health, as well as the Personal Care Aide and the Elders' Worker. Meals are provided to Elders two days per week and social outings are organized.

Key Treaty Implementation Activities and Obligations

- Began a community health needs assessment, which will provide input into the development of a Community Health Plan, which is required under the Fiscal Financing Agreement.

Objective 9: Accessible and relevant health programs are provided for Members and clients.

- ***Strategy 9.1:*** Obtain more staff and budget, especially to assist with understanding and

administering the complex array of health benefit programs and payment processes for TFN Members, both status and non-status.

Performance Measure: Percentage of Members with diabetes.

Performance Target: Baseline will be set by March 31, 2009. Target will be set in 2009-2010 for a reduction in growth rate.

Done by March 31, 2010.

INCOMPLETE:

- Stats are not available for TFN Members outside of the community. Currently for Members living within TFN lands the percentage is 3%.

Strategy 9.2: Promote the $10,000 for an Emergency Health and Dental Fund to prepay for NIHB services.

Performance Measure: Proportion of children under twelve who receive regular dental care.

Performance Target: Baseline will be set by March 31, 2010. Target for 2010-2011 will be for an increase in proportion.

COMPLETE:

- This program was accessed by 6 Members in the 2009-2010 fiscal year.

Strategy 9.3: Host a Community Health Fair that provides information on the health benefit programs available.

Performance Target: Done by March 31, 2010.

COMPLETE:

- Wellness day was attended by 30-40 staff and Members.
- The focus was on traditional healing (March 2010).

Strategy 9.4: Partner with Public Works on public health and safety initiatives, such as the annual spring clean up of rubbish and debris, and fire hazards in the community.

Performance Target: Ongoing each Spring.

COMPLETE:

- Spring cleaning occurred during the months of February and March. Fewer rodent complaints were made.

Strategy 9.5: Complete the Community Health Plan and Health Canada Plan to ensure funding and to allocate it appropriately.

Performance Target: Plans done by March 31, 2010.

INCOMPLETE:

- A Health Plan Survey was initiated in the last fiscal year, but the final report will not be completed by September 2010 of the next fiscal year.

Strategy 9.6: Encourage more frequent dental care for children under 12.

Performance Target: Ongoing.

COMPLETE:

- Have increased TFN contact with Fraser Health for early childhood dental care, SDW has arranged several dental visits for Mom's and young children.

Social Development/Culture

The Social Development program provides Social Assistance to Members and Aboriginal people living on Tsawwassen lands. The provision of service to non-Members stopped on the Effective Date. As of the end of the 2009-2010 fiscal year, there were 10 people receiving Social Assistance, which represents a 75% drop in the number of individuals receiving Social Assistance since 2003. This percentage of Members receiving Social Assistance is low relative to provincial figures. The Social Assistance program components cover Basic Needs, Guardian Financial Assistance, Shelter and National Child Benefit Reinvestment. Funding for Social Assistance is provided through the federal block funding negotiated under the Treaty. The new funding model and the transfer of jurisdiction from the Government of Canada to TFN will provide increased flexibility in the use of this funding over time.

Throughout the latter part of the 2009-2010 fiscal year, TFN attempted to develop and implement some renewed cultural programming to encourage language development, cultural transfer opportunities, and traditional knowledge sharing. Planning and delivery of such programs will continue to be developed throughout the next fiscal year.

Key Treaty Implementation Activities and Obligations

- Worked with the Ministry of Children and Family Development to establish a protocol agreement that sets clear guidelines and authorities if issues arise.

Objective 10: Contact between the Ministry of Children and Family Development and TFN is a rare occurrence.

- ***Strategy 10.1:*** Organize a family retreat as an opportunity for parents to get information and share experiences and concerns.

  Performance Target: Done by March 31, 2010.

  ONGOING:

  - The family retreat is in planning. Initial meetings have been held, venue is being determined as well as families that will be invited, goal is to have 8-10 families attend.

- ***Strategy 10.2:*** Contribute to the TFN newsletter quarterly with items such as tips on parenting and a plain language version of the law related to child apprehension.

  Performance Target: Ongoing.

INCOMPLETE:

- Some information was put into the weekly newsletter, but it was sporadic and the goal is to have this fully implemented by September 2010.

- ***Strategy 10.3:*** Continue to focus on prevention of drug and alcohol use by parents.

Performance Target: Ongoing.

ONGOING:

- The # of people seeking help in the area of prevention continues, and several families are seeking early intervention.

Performance Measure: Number of families in contact with MCFD.

Performance Target: Baseline will be set by March 31, 2009. Target for March 31, 2010 will be status quo or down by 5%.

COMPLETE:

- In the past fiscal year there have been 4 MCFD contacts, with zero child apprehensions .

Objective 11: TFN's Social Housing Program meets the needs of the clients it serves.

- ***Strategy 11.1:*** Provide support to the TFN Housing Worker in terms of training and resources.

Performance Measure: The community's level of satisfaction with their housing as measured in the Quality of Life survey of TFN Members.

Performance Target: The baseline will be established by March 31, 2010.
Training courses by March 31, 2010.

ONGOING:

- This is on-going, the manager of Health and Social Services has provided some internal training, CMHC has not offered an appropriate local training to date.

- Data was not collected as the Quality of Life survey was not undertaken over the last fiscal year.

- ***Strategy 11.2:*** Reallocate housing to where the need is the greatest and seek funding to deal with deficiencies in social housing.

Performance Target: Ongoing.

ONGOING:

- Social Housing Policy was reworked and the new regulation provides more direction to addressing housing supply issues.

- ***Strategy 11.3:*** Collect outstanding social housing rent arrears.

Performance Target: Ongoing.

ONGOING:

- Housing arrears actually increased due to increased enforcement of the Social Housing Policy, each adult residing in the home must pay the minimum rent.

- Monitoring visits were completed as needed, to date 6 were done.

Strategy 11.5: Use existing housing on new TFN treaty settlement lands to help meet community housing needs.

Performance Target: Ongoing.

ONGOING:

- As leases have come up for renewal, staff provided Members with the first opportunity to take over the lease.

- A Tsawwassen Member family is now living in one of the houses leased on the Settlement Lands.

Education and Skills Development

The Education and Skills Development Department delivered programs to Members ranging from early childhood development (daycare and preschool), Kindergarten to Grade 12, Youth and Post Secondary education.

In 2008, the Early Childhood Development (ECD) Centre opened, providing both daycare and the pre-school programs to children in a new modern facility. Complementing the ECD Centre, the Aboriginal Family Resources on the Go (AFROG) is funded by the Ministry of Children and Family Development. This program is a mobile service and covers the areas of Tsawwassen, Delta and Surrey.

The HeadStart program is designed to be integrated with existing early childhood development services such as preschool, daycare and AFROG. In addition, it is an outreach program that provides services to parents with children aged 0-6. The Youth Program services both youth and community Members. It provides children with a balance of activities designed to: create healthy minds, spirits and bodies as well as to encourage sportsmanship and team work.

The Youth Program also includes an Educational Support Worker who works as a liaison between Ladner Elementary and Delta Secondary and any other schools that TFN children attend. Advice on educational choices, help with registration, a home work club and any other related educational activities are provided.

Finally, TFN operates a post-secondary education program. In 2009/10, TFN will make the Post-Secondary Education program funding available to all Members for the first time.

In 2009-2010 there were a total of 41 Members enrolled in kindergarten, primary and secondary school and 3 Members that were enrolled in post-secondary institutions – 2 in University and 1 in College.

Employment Services:

The Employment program was under re-development over the past year, as contract arrangements with the federal government and other partners were being renegotiated and re-established.

Key Treaty Implementation Activities and Obligations

Consulted with BC on any law relating to education. Tsawwassen consulted with the province in advance of enacting the Education, Health and Social Development Act and in advance of minor

amendments that were made to that Act in September 2009.

Objective 12: The TFN Early Childhood Development Centre (the daycare and preschool) will be a Centre of Excellence in the Delta region.

- ***Strategy 12.1:*** Retain qualified, licensed ECE staff who contribute to excellence of the ECD Centre.

  Performance Target: Hire full complement of licenced staff by March 31, 2010.

  INCOMPLETE:

  - We still have 2 staff that need to complete 4 week practicum for Infant/toddler and 1 staff going to school in Sept 2010 to up-grade from basic ECE to Infant/toddler and 1 staff Member to school in Sept 2010 full time to get basic ECE.

- ***Strategy 12.2:*** Provide early childhood development services in all areas for children aged birth to six years.

  Performance Target: Implement strategy by March 31, 2010.

  COMPLETE:

  - The Aboriginal Head Start program is being delivered within the daycare program. To ensure that child from birth to age six have access to ECD services.

- ***Strategy 12.3:*** Market the ECD Centre programs to attract the broader (non-TFN) community in the region.

  Performance Target: Implement marketing strategy by March 31, 2010.

  COMPLETE:

  - Flyers posted at Delta Port, local stores, BC Ferries and advertised in the local newspapers.

  - Word of mouth seems to be just as good if not better than paid advertising.

  Performance Measure: The number of children enrolled in the Early Childhood Development Centre.

  Performance Target: The target for 2009-2010 is for enrolment of 25 children by March 31, 2010.

  As of March 31, 2010 we had 15 children enrolled into the ECE Centre.

Objective 13: Education outcomes for TFN Members, in particular for children in Kindergarten to Grade 12, exceed the BC average.

- ***Strategy 13.1:*** Be proactive in educating the school district and teachers on the potential of TFN children and on the TFN culture.

  Performance Measure: Report annually on a standard set of education indicators provided by the school board.

  Performance Target: The baseline will be set by March 31, 2009. In the next five years an improvement of 25% graduation from Grade 12.

COMPLETE:

- Renegotiated LEA will provide TFN with data and education indicators pertaining to TFN children.

- Homework program in the youth centre 4 days per week – this has been very successful as we have had up to 20 drop-in per day for homework club.

- Continued efforts were made to have more TFN culture components in the schools. Currently we have a TFN culture box with pictures, carvings, weavings and information about the treaty that is used for the school in Delta to see and use in their curriculum.

Strategy 13.2: Ensure the Local Education Agreements serve TFN children's needs and are upheld by both parties.

Performance Measure: Survey community Members to determine the level of post secondary education as part of the Quality of Life survey.

Performance Target: The baseline will be set by March 31, 2010 using information from the TFN Quality of Life survey.

Have a new agreement signed.

Done by March 31, 2010.

INCOMPLETE:

- The LEA was in the process of being negotiated throughout the last fiscal year. A new Agreement will be signed by Sept 2010.

- Data respecting education levels was not compiled in the last fiscal year as the Quality of Life survey was not undertaken.

Strategy 13.3: Increase parental participation in student education.

ONGOING:

- Youth and education staff worked hard to have parental participation in the youth and education programs.

Strategy 13.4: Help build self esteem in TFN children by using The Search Institute's 40 developmental assets for childhood and adolescence.

Performance Target: Implement strategy by March 31, 2010.

ONGOING:

- New youth and education staff worked on improving the 40 developmental assets for childhood and adolescence.

Objective 14: Promote healthy life choices for youth.

Strategy 14.1: Increase participation in Youth Centre services.

Performance Measure: Increase participation in and report annually on involvement in Youth Centre services.

Performance Target: Set baseline by March 31, 2010.

COMPLETE:

- Approximately 1000 visits from children and youth who dropped into the youth centre during the 2009/2010 fiscal year.

Objective 15: TFN Members of all abilities have the opportunity to enrich their lives through paid or volunteer work.

- ***Strategy 15.1:*** Make available and inform TFN Members with disabilities about work and volunteer opportunities and the incentive allowance for volunteer work.

Performance Target: Implement strategy by March 31, 2010.

INCOMPLETE:

- An alternative strategy will be contemplated for subsequent years.

- ***Strategy 15.2:*** Keep a record of work and volunteer hours contributed by each individual who is in the income assistance program. Increase community recognition of the value and importance of volunteer work.

Performance Target: Implement strategy by March 31, 2010.

INCOMPLETE:

- An alternative strategy will be contemplated for subsequent years.

Objective 16: Every employable Member has meaningful, enriching and profitable work.

- ***Strategy 16.1:*** Implement fair and well-understood policies and processes for hiring opportunities in areas where TFN has decision making power. Publish hiring decisions in the weekly TFN newsletter.

Performance Target: Implement strategy by March 31, 2010.

COMPLETE:

- Policies were put into place to ensure that the hiring process is fair to all Members.

- ***Strategy 16.2:*** Deliver relevant training and education opportunities such as construction related training, Food Safe and small business courses.

Performance Target: Implement strategy by March 31, 2010.

COMPLETE:

- Training was provided in a number of areas, except for small business related courses.

- Specifically, young drivers, first aid, WHIMIS, HEO, Parts and Wear housing, Vancouver Art Institute training courses were provided.

- ***Strategy 16.3:*** Provide funding for the necessary and appropriate work tools for Members entering the work force (work gear, clothing, necessary personal grooming, etc.)

Performance Target: Implement strategy by March 31, 2010.

COMPLETE:

- 12 aboriginal people accessed this funding to help support them with appropriate work gear to gain employment.

- ***Strategy 16.4:*** Seek and secure ongoing funding for new employment programs post AHRDA.

  Performance Target: Done by March 31, 2010 to ongoing.

  ONGOING:

  - New programs are being negotiated and will be in place for 2010-2011.

- ***Strategy 16.5:*** Use the BC Employment Program to get meaningful employment for TFN residents on income assistance.

  Performance Target: Implement strategy by March 31, 2010.

  INCOMPLETE:

  - BC Employment Program was not utilized.

- ***Strategy 16.6:*** Hold a "Port Fair" on business contracting and employment opportunities related to the Port.

  Performance Target: Done by March 31, 2010.

  COMPLETE:

  - One port fair was held and organized by Andrew Bak.

  Performance Measure: The unemployment rate for TFN Members moves to the BC average.

  Performance Target: The baseline unemployment rate will be determined by the TFN Quality of Life survey conducted in 2010-2011.

  INCOMPLETE:

  - Quality of Life survey was not undertaken in the 2009-2010 fiscal year.

Tsawwassen Economic Development Corporation

The 2009-2010 fiscal year brought about significant change for the Economic Development arm of TFN's operations. Economic Development began the year as a department of the Government. In November of 2009, Executive Council caused the incorporation of the Tsawwassen Economic Development Corporation (TEDC), and through a Letter of Expectations, set out the Corporations mandate and expected performance targets.

Executive Council also appointed a Board of Directors to oversee TEDC's operations. The composition of the Board was set with careful consideration and includes two Members (Chief Kim Baird and Diane McElhinney) and three individuals with extensive business experience (Chair of the Board Norman Stark, Carolyn Rogers and Pat Hibbits). The Corporation itself was established pursuant to British Columbia law. TFN Members Terry Baird, VP Construction, and Ryan Daum, Executive Assistant, were hired, alongside Chris Hartman, CEO, to run the Corporation.

While the incorporation of TEDC, and the establishment of its governance structure and relationship to the TFN were priorities over the past fiscal year, TEDC was involved in a number of other projects, including: the exploration of a number of development opportunities; helping to secure infrastructure stimulus funding, and taking over the management of the joint venture with Matcon.

Objective 5: A healthy economy, contributing jobs, business opportunities and profits to TFN contributes to an enhanced quality of life for Members.

Strategy 5.1: Move the development corporation to a fully functioning corporation with a Board of Directors, business plan, budget, and staff.

Performance Target: Business plan done by March 31, 2010

COMPLETE:

- On November 1, 2009 the TEDC was created. The staff and initiatives of TEDC were transferred to the new Corporation, which is a separate entity from TFN Administration. TEDC reports to a Board of Directors (appointed by Executive Council) which then reports to Executive Council as opposed to a department which reports to the Chief Administrative Officer.
- TEDC's Board of Directors were appointed and held their first meeting on November 3, 2009. The Corporation hired a CEO and two TFN Members to staff the organization.

- Executive Council issued a Letter of Expectations (LOE) to the Board of Directors which sets out the goals and direction the Corporation should take. The LOE is the starting point for TEDC's business plan and was subsequently built upon during the development of TEDC's Strategic Plan.

Strategy 5.2: Inform community Members about procurement and employment opportunities and decisions as well as any decisions on business loans.

Performance Target: Ensure practice of informing Members continues

COMPLETE:

- We regularly inform Members of job opportunities generated by the Corporation via the Community Notice. We have placed TFN Members in all the new job openings that have been created by the Corporation.

- TEDC has generated almost $200,000 in revenue for TFN Member entities (i.e. wages for employees and contracts for Member businesses).

- Additionally, TEDC has created 2.1 man years in employment for TFN Members.

Strategy 5.3: Complete the Master Plan for Industrial Lands.

Performance Target: Done by March 31, 2010.

COMPLETE:

- The Master Plan for the Industrial Lands was completed in the Fall of 2009. Through the development of the Master Plan for the Industrial Lands, TEDC has identified a number of parties that may want to partner with TFN to develop the Industrial Lands. The Master Plan will identify additional opportunities, as well as negotiating strategies, to maximize financial and employment and partnership benefits to TFN.

Strategy 5.4: Explore immediate economic opportunities for the industrial lands and south of Highway 17.

Performance Target: Done by March 31, 2010.

COMPLETE:

- TEDC completed an extensive due diligence process in advance of entering into a potential partnership to develop a retirement community on the south side of Highway 17.

- TEDC worked to prepare a Request for Expressions of Interest to find a qualified partner for the development of the first 100 acres of Industrial Lands. Additionally, we had extensive discussions with major gasoline companies regarding a potential card lock gas operation, as this is one of the business opportunities that was identified early in the Industrial Lands planning process.

- TEDC entered into a Letter of Intent to explore the opportunity to develop the commercial lands (on the north side of Highway 17) with Property Development Group (PDG). PDG is an experienced shopping centre developer that has developed commercial projects on other First Nations Lands.

- TFN was featured along with 40 other communities in an initiative to connect foreign investment with business opportunities in BC.

- TEDC expects to execute on identified economic opportunities in the next fiscal year.

Performance Measure: The dividend / net annual profit or loss of the development corporation.

Performance Target: The baseline for profit earnings will be set in the 2010 business plan for the development corporation.

COMPLETE:

- The baseline for profit earnings were set in TEDC's 2010 business plan.

Performance Measure: Number of complaints about procurement and hiring decisions that are brought to the new disputes resolution process

Performance Target: Baseline will be set by March 31, 2010.

COMPLETE:

- Baseline is set at zero.

Performance Measure: All procurement decisions for contracting and employment, and loans and grants will be published in the community newsletter at least three times a year.

Performance Target: Decisions published three times by March 31, 2010.

COMPLETE:

- Although a formal reporting mechanism has yet to be implemented, TEDC published 6 information notices in the Community Newsletter to keep the Membership updated on all procurement decisions in regards to contracting and employment opportunities.

Report on Capital Works

By the end of March 31, 2010 engineering designs were 90% complete, earthworks (moving soil/fill, ditch relocation) 20% complete. Project was on schedule for completion by March 31, 2011.

TFN made significant strides towards the development of the capital infrastructure (water, sewer, etc.) it requires to ensure that development, whether Government or Private Member initiated, can proceed.

In the last fiscal year, TFN applied for and received funding from the Government of Canada and the Government of British Columbia to deliver, in partnership with TFN, a $9 million infrastructure project on the industrial lands. The work began in the last year and will be completed by March 31, 2011. Once complete, TFN will have hooked into the Metro Vancouver water system and will have begun to construct the infrastructure needed to provide sufficient water services for future developments. Road access to the Industrial Lands will also be improved and will be brought up to industrial grade and will ultimately provide for access to the back section of TFSI lands.

Tri-Partite Implementation of Tsawwassen Treaty

Intro on status of Treaty – 1 year in

The Tsawwassen Final Agreement is a critical document for all three parties, not simply for Tsawwassen First Nation. For British Columbia and Canada, the Final Agreement represents the accomplishment of a significant achievement – the first treaty under the BC Treaty Process, and an important milestone in First Nation relationships with provincial and federal governments. This section is intended to focus specifically on the fulfillment of the obligations contained in the Final Agreement.

In general, this first year under self-government has been a year to begin new processes and understand new roles. The Implementation Committee has met regularly and is engaged in a number of positive, co-operative initiatives.

Major Accomplishments

The most important treaty-related accomplishment of the 2009-10 fiscal year was the Effective Day of the Final Agreement, on April 3rd, 2009. The following two critical things occurred on the Effective Day:

1. **The transfer of land from BC and Canada to TFN, and registration in the Land Title Office.** This process required procedures beginning at 12:01 a.m. of April 3rd, 2009. All title documents were properly authorized, and were submitted to the Land Title Office. In all, over 6,000 individual titles were submitted to the Land Title Office and registered in the days following. This represented the largest single transaction or 'closing' in the history of the BC Land Title Office. It took tremendous commitment and dedication from all parties to facilitate the event.

2. **The Effective Day celebration.** The celebration was held at the Tsawwassen Longhouse, and took many months of work and support by all three parties. The celebration was a tremendous success, hosting Premier Gordon Campbell, Minister of Indian Affairs Chuck Strahl, Delta Mayor and Metro Vancouver Chairperson Lois Jackson, many Chiefs from around British Columbia, and other federal and provincial officials, and Member of the public.

Treaty-specific TFN Implementation Accomplishments

The first year under the Final Agreement has been transformational for Tsawwassen First Nation. TFN has continued to move ahead on the major organizational adjustment it undertook beginning in 2007. The transition to self-government has prompted many

internal readjustments, as TFN sought the capacity it required to sustainably manage the added responsibilities and benefits of the Final Agreement. The adjustment sets a foundation for TFN to operate effectively in its new context and take advantage of the many new opportunities that present themselves.

TFN staff have been working hard to manage their departments according to the terms of the Final Agreement and the laws passed by Tsawwassen First Nation on the Effective Date. This has resulted in many new processes and the requirements for significant regulatory and policy construction.

Treaty implementation is, for TFN, a whole-of-government enterprise. The effective implementation of the treaty is dependent on the internalization of Tsawwassen Laws and the Final Agreement across operating departments. To that end, TFN created a Government Services Department in 2009, which included a policy and treaty implementation component. The goal of the Government Services in respect of treaty implementation was to provide support to other departments and to operate the structures of government required in the Constitution Act.

The department-specific Tsawwassen Government progress reports provide descriptions of each of the Departments activities; these activities are directly the result of opportunities set out in the Final Agreement.

Implementation Committee Work

The Implementation Committee consists of representatives from the Governments of Canada, British Columbia and Tsawwassen. The committee's work involves attempting to resolve various implementation issues if and when they arise, and to ensure that each Party is ensuring that they have met all of their obligations under the Treaty.

The Implementation Committee held its first meeting on May 19, 2009, shortly after the Effective Date, and held a total of six meetings throughout the fiscal year. The committee has dealt with a number of issues, some of which are holdovers from pre-Effective Date.

A Treaty Implementation Plan was developed prior to the ratification of the Final Agreement, but was not operational until the Effective Date. The Plan, which does not create any legal obligations, sets out all of the obligations, permissive clauses, and statements in the Final Agreement, and sets out agreed-upon common expectations of all three signatories, at the time of ratification, of what activities each would carry out to implement the Final Agreement.

Two significant issues that the Parties were able to advance through the committee include the funding provided for environmental review work required to assess slope stability on English Bluff, and BC's efforts to ensure that TFN had access to the provincial court's JUSTIN system. Additionally, Canada put in some additional work to ensure that the operational staff at DFO had a better understanding of the changes to TFN fisheries that accompanied the Treaty – in particular, DFO's ability to increase allocations for other species of salmon in the event that the allocation for a particular species (e.g. sockeye) is significantly reduced due to conservation needs.

The Committee also implemented a Treaty Obligation Tracking System (TOTS) to ensure that each Party is complying with their obligations set out in the Final Agreement.

The committee has also put together a communications strategy relating the Final Agreement.

Additional work continues to develop a Quality of Life survey that would, over time, produce data that could be used to report on the impacts of the Treaty, and any programs and services that TFN delivers under the Treaty.

Further work is also required to resolve some outstanding issues from the Treaty Closing Plan, including the transfer of land from the Port Authority, the provision of powers to enforce property taxes on non-Member occupiers, and the addition of the Gulf Islands National Park Reserve.

Organization Structure Chart

Staff Directory 2010

NAME	TITLE	PHONE	EMAIL
Tsawwassen Legislature			
Kim Baird	Chief	604.948.5218	kbaird@tsawwassenfirstnation.com
Andrea Jacobs	Executive Council	604.948.5290	ajacobs@tsawwassenfirstnation.com
Bryce Williams	Executive Council	604.943.2112	bwilliams@tsawwassenfirstnation.com
Laura Cassidy	Executive Council	604.948.5211	lcassidy@tsawwassenfirstnation.com
Marvin Joe	Executive Council	604.943.2112	mjoe@tsawwassenfirstnation.com
Andrew Bak	Legislative Council	604.948.5224	abak@tsawwassenfirstnation.com
Ken Baird	Legislative Council	604.943.2112	kenbaird@tsawwassenfirstnation.com
Kathy Genge	Legislative Council	604.943.2112	
Loretta Williams	Legislative Council	604.943.2112	
Nikki Jacobs	Legislative Council	604.943.2112	
Sheila Williams	Legislative Council	604.943.2112	
Tony Jacobs	Legislative Council	604.943.2112	
Administration			
Doug Raines	Chief Administrative Officer	604.948.5215	draines@tsawwassenfirstnation.com
Juli Johnson	Reception	604.943.2112	reception@tsawwassenfirstnation.com
Tanya Corbet	Executive Assistant to the Chief	604.948.5205	tcorbet@tsawwassenfirstnation.com
Economic Development Corporation			
Chris Hartman	Chief Executive Officer	604.948.5202	chartman@tsawwassenfirstnation.com
Terry Baird	Vice President, Construction	604.948.5226	tbaird@tsawwassenfirstnation.com
Ryan Daum	Executive Assistant	604.948.5219	rdaum@tsawwassenfirstnation.com
Education and Skills Development			
Chrystalynn Wilson	Education and Skills Development Manager	604.948.5222	cwilson@tsawwassenfirstnation.com
Tracey Taylor	Youth Worker	604.948.5227	ttaylor@tsawwassenfirstnation.com
Ranj Ahluwalia	Youth Worker	604.948.5227	ranj@tsawwassenfirstnation.com
Pamela Green	Education Support Worker	604.948.5229	pgreen@tsawwassenfirstnation.com
Peggy Mcleod	Preschool Teacher	604.943.1322	pmcleod@tsawwassenfirstnation.com
Marika Nichols	ECE Worker	604.943.1322	mnichols@tsawwassenfirstnation.com
Raman Birring	Early Childhood Coordinator	604.943.1322	
Janet Rideout	Early Childhood Coordinator	604.943.1322	

NAME	TITLE	PHONE	EMAIL
Finance			
Sharon Vatkin	Director of Finance	604.948.5212	svatkin@tsawwassenfirstnation.com
Joanne Williams	Accounting Supervisor	604.948.5210	jwilliams@tsawwassenfirstnation.com
Dawn Williams	Accounting Assistant	604.948.5201	dwilliams@tsawwassenfirstnation.com
Government Services			
Chief Kim Baird	Treaty Implementation Director	604.948.5218	kbaird@tsawwassenfirstnation.com
Valerie Cross-Blackett	Manager of Government Services	604.948.5228	vcross-blackett@tsawwassenfirstnation.com
Melinda Cassidy	Legislative/Judicial Council Clerk	604.948.5236	mcassidy@tsawwassenfirstnation.com
Madonna Mayall-Joe	Enrolment Clerk	604.948.5290	mmayall-joe@tsawwassenfirstnation.com
Policy and Intergovernmental Affairs			
Tom McCarthy	Implementation Project Manager	604.948.5220	tmccarthy@tsawwassenfirstnation.com
Colin Ward	Policy Analyst	604.948.5213	cward@tsawwassenfirstnation.com
Health and Social Services			
Susan Miller	Health and Social Services Manager	604.948.5207	smiller@tsawwassenfirstnation.com
Heather Gibbs	Social Development Worker	604.948.5239	hgibbs@tsawwassenfirstnation.com
Barb Joe	ECD Language and Cultural Coordinator	604.948.5206	bjoe@tsawwassenfirstnation.com
Danielle Milano	Home and Community Care Nurse	778.317.2059	dmclewin@gmail.com
	Care Aide	604.551.6014	personalcare_aide@yahoo.ca
Cindy Baird	Social Housing Clerk	604.948.5214	chearl@tsawwassenfirstnation.com
Jacqueline Armstrong	Family Empowerment Worker (Counselor)	604.948.5223	
Jen McCrystal	AFRO G Supervisor	604.943.1322	jmccrystal@tsawwassenfirstnation.com
Rebel-lynne Cheena	AFRO G Outreach Worker	604.948.1139	rcheena@tsawwassenfirstnation.com
Lands			
Tiffany Duzita	Director of Lands	604.948.5234	tduzita@tsawwassenfirstnation.com

NAME	TITLE	PHONE	EMAIL
Michelle Baker	Lands Clerk	604.948.5235	mbaker@tsawwassenfirstnation.com
Penny Baird	Lands Assistant	604.948.5242	pbaird@tsawwassenfirstnation.com
Vince Cassidy	Public Works Supervisor	604.943.2112	vcassidy@tsawwassenfirstnation.com
Dan Lorenz	Public Works Maintenance	604.943.2112	
Tim Lorenz	Public Works Maintenance	604.943.2112	
Clint Gurniak	Public Works Maintenance - Recycling	604.943.2112	
Ken Baird	Water and Sewer Plant Supervisor	604.943.9492	kenbaird@tsawwassenfirstnation.com
Brian Cardinal	Water and Sewer Plant Worker	604.943.9492	wsplant.tfn@dccnet.com
Legal Counsel			
In-house legal counsel provides support to the TFN Government and the community.			
Tina Dion	In-house Legal Counsel	604.948.5230	tdion@tsawwassenfirstnation.com
Andrew Bak	Legal Support Services Manager	604.948.5224	abak@tsawwassenfirstnation.com
Natural Resources			
Laura Cassidy	Natural Resources Manager	604.948.5211	lcassidy@tsawwassenfirstnation.com
Flavian Harry	Fisheries Enforcement Officer	604.948.5200	fharry@tsawwassenfirstnation.com
Tammy Williams	Senior Catch Monitor	604.948.5200	twilliams@tsawwassenfirstnation.com

**The above staff directory is current as of August 9, 2010*

Consolidated Statement of Financial Activity

Revenue

Final Agreement Proceeds	$23,069,426
INAC Block Fund	2,449,440
INAC Contributions	2,168,592
Province of British Columbia	813,621
Ministry of Transportation	804,933
Property Taxes	676,844
Other	630,509
Interest Income on FA receivable	367,678
Lease and Rental	359,833
Economic Development	294,925
First Nations Employment Society	272,893
Permit and Registry Fees	211,824
Social Housing	160,561
Utilities	73,542
Interest income	71,119
Share of Business Enteprise Income	57,669
Total	**$32,483,409**

Expenses

Local Government Services	$ 2,642,695
Administration	2,258,066
Amortization Expense	1,345,058
Fisheries	872,317
Economic Development	708,931
Education	680,797
Social Development	674,892
Community Benefits *(Includes expenses from Tsawwassen Settlement Trust Fund)*	535,540
Employment	302,369
Interest on Final Agreement	153,514
Social Housing	135,031
Total	**$10,309,210**

Excess of Revenues Over Expenses Total $22,174,199

Notes:

(1) TFN did not receive all of the Final Agreement Proceeds listed above on the Effective Date. $15,002,789 was transferred and $8,142,452 is restricted.

(2) Over the past fiscal year, TFN used $1.378 million from the short-term Treaty Implementation Fund to cover an accounting deficit; however, to the extent that it can, Executive Council has established a mandate to reduce reliance on the use of the implementation funds.

(3) On the Effective Date, a number of tangible capital assets were transferred to TFN. These assets have a monetary value, but are not readily transferrable to cash assets. TFN's tangible capital assets and their values are:

Land	*$ 249,447,460*
Water and sewer system	*12,197,957*
Buildings	*5,588,707*
Housing projects	*995,187*
Furniture and equipment	*61,018*
Vehicles and boat	*156,545*
Playground	*82,225*
Roads and dykes	*15,812,564*
Capital infrastructure	*1,356,230*
Capital subdivision under construction	*1,950,811*
Total	***$ 287,648,704***

When accounting for the tangible capital assets, TFN shows an accumulated end of year surplus of $305,888,103, which is inclusive of all Final Agreement transfers; however, this is not indicative of TFN's cash position or the amount of discretionary cash assets that were transferred on the Effective Date. TFN's cash position on year end was $182,585.*

**As identified on page 6 of the Audited Consolidated Financial Statements of Tsawwassen Government.*

(4) Amortization Expenses are a write-down of the value of TFN's tangible capital assets and is a non-cash transaction.

(5) Appendix B shows the Auditor's Report from the 2009-10 audit, which shows the audit to be unqualified. Full copies of the audit are available upon request.

Appendix A: Objectives Status

The following table identifies objectives set out in the Strategic Plan and reports on the status of any work undertaken to achieve those objectives. The status updates are current to the end of the 2009-2010 fiscal year.

GOVERNANCE	TARGET YEAR	STATUS	STEPS TAKEN
Ensure Administrative Fairness for all Members	2008-2013	Ongoing	• Implemented Judicial Council • Adopted suite of laws – rules based system • Reviewing many current policies to ensure administrative fairness applies
Impartial regulatory enforcement body	2009-2010	Ongoing	• Soils regulation has contracted independent enforcement • Delta Police enforcing Good Neighbour reg, Delta Animal Control enforcing Animal Control reg
Independent complaints mechanism	2009-2010	Complete	• Judicial Council is now operational and ready to hear appeals of administrative decisions
Governance processes matched to traditional processes	2008-2011	Ongoing	• New post-Treaty Legislative Assembly incorporated cultural elements – Met once in the 2009-2010 fiscal year
Process to maximize transparency and communication	2008-2011	Ongoing	• TFN Laws and Regulations are posted on the website • Membership consulted on all legal, regulatory and policy changes through the Advisory Council – 14 meetings held in the 2009-2010 fiscal year • Treaty Implementation Advisory Committee met regularly in 2008-09 fiscal year to review proposed laws and regulations • Government has published 3 Annual Reports (detailing TFNs performance), 3 Strategic Plans (detailing direction)and held 3 AGMs

INFRASTRUCTURE AND TRANSPORTATION	TARGET YEAR	STATUS	STEPS TAKEN
Separate road networks for commercial and community traffic, including a road at the back of the pre-Treaty reserve for fill trucks	2008-2013	Ongoing	Fill trucks planned to be routed through back end of Tsawwassen Lands by 2010-2011 fiscal year end Currently filling land to raise roads to provide improved access to industrial lands and minimize impact on community
Improve community infrastructure, including a sports field	2009-2013	Incomplete	Insufficient funds slowed progress Future development will provide an opportunity to extract community amenities from developers, as per TFN Law Discussions to be held in the 2010 fiscal year to bring sports field to Tsawwassen
Ensure proper utilities infrastructure is in place	2008-2009 Planning 2012-2013	Planning Complete	Secured INAC funding for construction of 1 of 2 Metro water main connections Planning of sewage treatment alternatives ongoing
Improve Public Transit Facilities	2008-2009	Complete	TransLink service now connecting TFN with South Delta
Change house and building numbers to improve emergency response times	2008-2009	Complete	All house and business addresses updated as of October 3, 2009
Expand/Relocate cemetery	2008-2011	Incomplete	Alternatives for expanding the cemetery need to be assessed

ECONOMIC DEVELOPMENT	TARGET YEAR	STATUS	STEPS TAKEN
Developing an Economic Development Corporation	2008-2013	Complete	EcDev Act adopted and EcDev Co. has incorporated – Board and CEO appointed Shareholders letter of expectations sent out Business activity has commenced
Ensuring that CP (TFSI) holders can realize their goals	2008-2013	Partially Complete	Laws based system provides greater security and individual property rights (more attractive to developers) Worked with Banks to ensure that they understand the TFN's system of land tenure Seeking further discussion with TFSI holders to help them meet their goals
Provide business employment opportunities	2008-2013	Ongoing	EcDev seeking to ensure job opportunities as a result of development opportunities Port Agreement is providing hard hat jobs
Ensure responsible social/environmental development	2008-2009 Planning	Ongoing	TFN is planning a Master Drainage Plan to mitigate environmental impacts associated with development Land Use Plan (passed by community vote in 2008) stresses importance of sustainable development Planning to undertake a detailed Neighbourhood Concept Plan, which will ensure that environmental features are considered in development plans and that development is sustainable
Purchase of Canoe Pass land by Effective Day	2008-2009	Incomplete	Land is currently unavailable due to litigation between other parties

HOUSING AND COMMUNITY LIVABILITY	TARGET YEAR	STATUS	STEPS TAKEN
Plan to ensure we remain together as a community, including our community centre and housing areas	2008-2009 Planning	Complete	• Land Use Plan was ratified by the community in 2008 • Identified a community zone for Members
Ensure an adequate supply of public housing is available	2009-2013	Incomplete Ongoing	• Social Housing policy amended • Implementation of new policy to get underway in the 2010 fiscal year • Assessing alternatives to increase the number of social housing units offered
Ensure adequate supply of private lot opportunities so we can build our own homes	2009-2013	Ongoing	• Falcon Way lots are serviced • Percentage of lots will be held back to ensure Members without lots have an opportunity to get one • Established a loan guarantee program with BMO and RBC to replace the Ministerial Loan Guarantee (MLG) program • Just prior to the Effective Date, TFN executed 5 MLGs, to ensure that Members could build or renovate their house
Work towards providing housing opportunities for those currently off-reserve (Tsawwassen Lands)	2008-2010 Planning 2010-2013	Ongoing	• Falcon Way subdivision is intended to attract Members from off Tsawwassen Lands • Other opportunities will be explored on an ongoing basis

ENVIRONMENTAL MANAGEMENT	TARGET YEAR	STATUS	STEPS TAKEN
Indentify, assign liabilities for, and mitigate risks for contaminants and hazards	2008-2009	Ongoing	Conducting a second, more detailed slope stability analysis on the English Bluff Working to ensure that liability issues are transitioned appropriately amongst the responsible parties
Environmental management regime that preserves our land base	2008-2013	Ongoing	Land Act, LUP&D Act and Land Use Plan establish foundational principles for future management and administration of Tsawwassen Lands
Infrastructure to ensure continued livability of our lands	2008-2013	Ongoing	Will be more relevant once development begins – Creation of natural barriers to reduce noise, light pollution from industrial development Improving road access to industrial lands will improve livability in the community New development will provide revenue for the building of community infrastructure, as per TFN law
ELDERS	**TARGET YEAR**	**STATUS**	**STEPS TAKEN**
Improve current care and recreational programs for our elders	2008-2013	Ongoing	Elders program administered by Health and Social Services – organizes bi-weekly lunches, outings, celebrations, etc.
Implement cultural transfer programs for our youth	2009-2013	Incomplete	Need to identify programming options
Evaluate feasibility of a care home for our elderly	2009-2010 Planning 2012-2013	Ongoing	Evaluating options to develop a congregate care facility at Tsawwassen and secure beds/ units in the unit for Members Project was rejected by a Community Vote in the 2010-2011 fiscal year

EDUCATION	TARGET YEAR	STATUS	STEPS TAKEN
Institute a strong traditional language program for our youth	2010-2011	Planning	• New program being developed
Help high school graduation rates reach or exceed provincial levels	2008-2013	Ongoing	• Currently working to review the Local Education Agreement with Delta • Exploring alternative models for delivering education • Provide after school tutoring at the Youth Centre
Improve our participation in post-secondary education	2009-2013	Ongoing	• Updated PSE policy was implemented and is continually monitored to ensure effectiveness
Maintain our strong focus on ECE	2009-2013	Ongoing	• Daycare was constructed and is currently operating and providing services to young children
EMPLOYMENT	**TARGET YEAR**	**STATUS**	**STEPS TAKEN**
Ensure a variety of job opportunities, including part-time	2008-2013	Ongoing	• EcDev Co is working to secure additional job opportunities • Partnering with VanASEP and FNES to provide training opportunities • Securing variety of job opportunities remains an objective
Maximize long-term employment opportunities from treaty	2008-2013	Ongoing	• Need focus on education and training for all age groups

MEDICAL FACILITIES AND SERVICES	TARGET YEAR	STATUS	STEPS TAKEN
Improve access to medical facilities	2008-2009 Nurse 2010-2011 Doctor	Partially Complete	Nursing services continue to be available on Tsawwassen Lands Need to assess the viability of securing a Doctor or weekly visits from a Doctor Need to assess whether lack of transportation is a barrier to the access of health services
Explore solutions to improve the NIHB regime	2010-2011 Planning 2012-2013	Incomplete	Planning will begin according to established target year Conducting Community Health Plan survey to gather information and improve services
Ensure drug and alcohol abuse treatment opportunities are available	2008-2009 Planning	Incomplete	Community reiterated need for drug and alcohol support services at 2009 AGM 2010-2011 Service Plan sets goals to provide enhance drug and alcohol counseling services
SECURITY AND SAFETY	**TARGET YEAR**	**STATUS**	**STEPS TAKEN**
Eliminate drug houses and drug sales	2008-2013	Incomplete	Community safety plan still being developed
Effective, sensitive policing services	2008-2013	Ongoing	Work with the Delta Police Liaison Officer is ongoing
Ensure child welfare programming keeps our youth in our community	2008-2013	Ongoing	Protocol agreement with MCFD will reduce likelihood to child apprehensions and ensures TFN has a voice in process

Appendix B:
Auditor's Report

Deloitte.

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Auditors' Report

The Executive Council of the
Tsawwassen Government

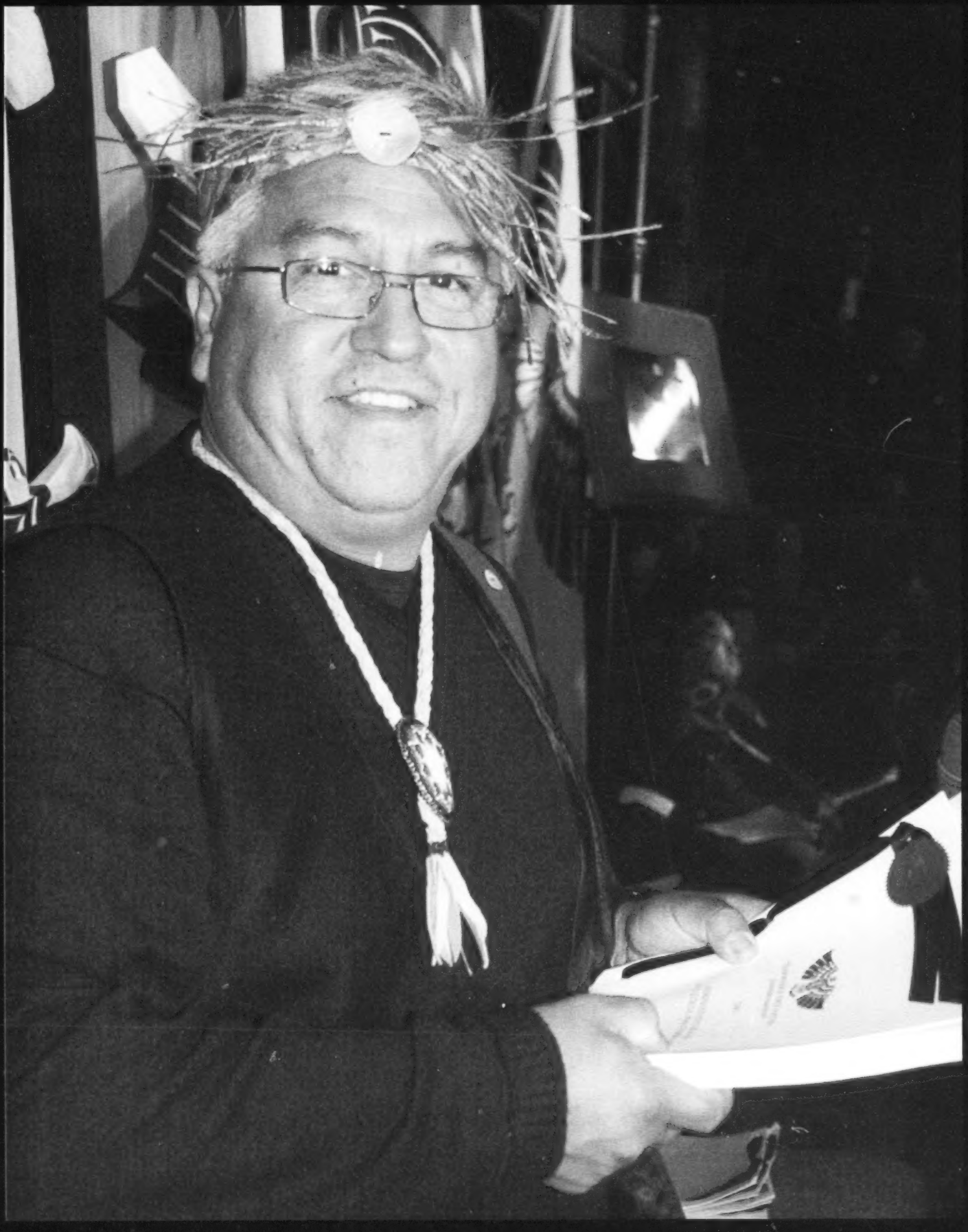
We have audited the consolidated statement of financial position of Tsawwassen Government (the "Government") as at March 31, 2010 and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended. These consolidated financial statements are the responsibility of the Government's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall consolidated financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Government as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP

Chartered Accountants
July 16, 2010



This Service Plan is dedicated
to the Tsawwassen people —
past, present and future generations.

To Learn More:
www.tsawwassenfirstnation.com
(604) 943-2112

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